

FOOD/BEVERAGE AND ACCOMMODATION



ALBERTA
TOURISM
EDUCATION
COUNCIL

Beverage Services Manager CERTIFICATION STANDARDS

DEVELOPED BY THE TOURISM INDUSTRY IN WESTERN CANADA



ALBERTA
TOURISM
EDUCATION
COUNCIL

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Alberta Chamber of
Commerce

Alberta Culinary Arts
Foundation

Alberta Education

Alberta Hotel Association

Alberta Restaurant and
Foodservices Association

Motel Association of Alberta

Tourism Industry Association
of Alberta

Alberta Tourism,
Parks and Recreation

Alberta Career Development
and Employment

Alberta Advanced Education

Council of Presidents
(Colleges and Technical
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Universities Coordinating
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MTEC

MANITOBA TOURISM
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▼ INTRODUCTION

The largest industry in the world is tourism, employing one in every fourteen people. It is Alberta's third largest industry, generating billions of dollars of revenue every year and creating an estimated 100,000 full-time, part-time and seasonal jobs. By the year 2000, tourism has the potential to provide 220,000 jobs for Albertans. The diversity and rapid growth of this industry will have a tremendous impact on the entire economy.

Tourism involves the participation of area residents, businesses, agencies and educational institutions, all of whom play an integral part in providing services and products to visitors to ensure a pleasant and satisfying experience.

The tourism industry is multi-dimensional and encompasses eight sectors:

1) Accommodation	5) Food and Beverage
2) Adventure Tourism and Recreation	6) Tourism Services
3) Attractions	7) Transportation
4) Events and Conferences	8) Travel Trade

The Alberta Tourism Education Council (ATEC) exists to stimulate and integrate the resources of industry, government and education to meet the present and future education and training needs of Alberta's tourism industry. To achieve this, ATEC, along with the Manitoba Tourism Education Council, the Saskatchewan Tourism Education Council and the Pacific Rim Institute of Tourism, is involved in a project called the Tourism Standards Consortium (TSC). The mandate of TSC is to co-operatively develop standards and certification for the tourism industry of western Canada. Over the next three years, TSC will develop new standards as well as revise and validate existing standards. In addition, standards-based certification will be developed as requested by industry.

If you would like more information on how you can benefit from these certification standards, please call or write:

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▼ STANDARDS OVERVIEW

WHAT ARE STANDARDS?

Standards are statements outlining the knowledge and performance required of an individual to be considered competent in an occupation.

WHY DEFINE STANDARDS?

Defining standards is one way to help increase understanding of the broad range of skills required of those working within this industry. This will enhance the image of hospitality within the industry as well as with the general public.

HOW ARE STANDARDS DEVELOPED?

These standards were developed by industry professionals across Canada's four western provinces. These individuals volunteered their time and expertise to provide a complete description of the skills, attitudes and knowledge required for this occupation. Each province had two committees consisting of industry professionals working in the industry: an initial committee which met to determine the content of the standards, as well as a larger committee which, after receiving the draft version of the standards, commented on the content by mail. All comments were addressed at a second meeting of the original committee and once the content was agreed upon, the final version was printed.

WHO BENEFITS FROM STANDARDS?

Eventually, all will benefit from the monitoring of performance in relation to industry standards. As standards gain recognition, industry professionals will be able to increase their skills and knowledge and be recognized for their abilities. This will benefit local and visiting consumers and increase satisfaction within the hospitality and tourism industries.

Specific groups who can benefit from standards are:

Industry Professionals

- standards help identify career paths
- standards enhance public and professional image
- standards provide a basis for challenge, self-improvement and advancement
- standards provide the basis for certification, based upon competent performance

Employers and Owners

- standards define areas where employees must be proficient, which assists in recruiting, training and development of staff
- standards will provide employers and owners with a highly trained work force, which can increase productivity and decrease costs incurred by high staff turnover, translating into an improved bottom line

Educators

- standards provide the basis for curriculum and program development
- standards identify areas where educational expertise is needed and applicable

Students

- standards form the basis of curriculum in tourism programs and facilitate training to accepted industry levels
- standards help to promote the tourism industry as a viable and fulfilling career choice
- standards clarify career options within the tourism industry

HOW ARE STANDARDS READ?

Major Categories are located in the outer margins. These indicate the general skill area within the occupation.

Skills are located in the left-hand column. These indicate abilities professionals must have to fulfil the requirements of the occupation properly.

Standards are located in the right-hand column. These specify what a professional must know, and how to apply this knowledge to the skill.

The centre column identifies the standard as either a:

- **K (knowledge task)** - what a professional must know to be considered competent in a skill, or a
- **P (performance task)** - what a professional must demonstrate to be considered competent in a skill, based on the requirements stated in the knowledge standard.

HOW DO STANDARDS RELATE TO THE CERTIFICATION PROCESS?

Standards are used as the basis for the implementation of a three-step certification process for industry personnel when there is a demand and need for certification. The initial step is a written examination which, when successfully completed, is followed by a performance checklist, completed in the workplace. The third step is an industry evaluation conducted by a trained evaluator certified in the occupation.

HOW DOES 'HOUSE POLICY' RELATE TO STANDARDS?

An establishment may have internal policies that affect the way in which a skill is performed. By learning or demonstrating an accepted generic standard, the certified professional gains the advantage of greater job mobility, as well as an appreciation of other ways of accomplishing tasks.

The standards do not replace house policy; rather, the standards define procedures in the absence of a house policy. In the event that standards contradict house policy, of course the individual must work to the policies of the establishment.

▼ CAREER DEVELOPMENT

DEFINITION:

Beverage Services Manager is a middle management position that spans a variety of facilities, for example, hotels, motels, resorts, private clubs, lounges, bars, taverns, banquet facilities, nightclubs, cabarets and canteens. A Beverage Services Manager directs, plans and controls all aspects of beverage services including:

- management - sets operational goals and objectives, prepares budgets and forecasts, studies possible improvements in operation to increase profits, sets procedures for operation, conducts regular inspection of operation and security, researches competition to check merchandising techniques;
- service - develops and implements policies, sets standards regarding type of service to be offered, resolves customer complaints about food, beverage or service in general;
- staff - co-operates with staff, sets and monitors staff work schedules, recruits staff and oversees training;
- inventory - controls inventory, monitors revenue, modifies procedures and prices when appropriate, negotiates purchasing arrangements with suppliers for provision of beverages and other supplies.

Beverage services managers are an essential part of the food/beverage and accommodation sectors and are therefore part of the success of the industry in general. Professional beverage service managers have the opportunity to make a positive impact not only within their own specific profession, but also on the tourism industry and economy as a whole.

RECOMMENDED TRAINING FOR PROFESSIONAL DEVELOPMENT:

Ongoing professional development is encouraged. Areas for further study include:

- supervisory skills, e.g. interviewing, conflict management
- marketing
- accounting, e.g. budgets
- product seminars, e.g. wine
- responsible alcohol service
- first aid, e.g. Red Cross, St. John Ambulance
- cardiopulmonary resuscitation
- safe food handling
- customer service training
- local fire and building codes

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We apologize to any contributors we may have overlooked. Please let us know if you are aware of any omissions.

▼ TABLE OF CONTENTS

▼ Introduction	
▼ Standards Overview	
▼ Career Development	
▼ Acknowledgements	
A. PREREQUISITE	
1. Possess Prerequisite	
1.1 possess prerequisite	7
B. LEADERSHIP	
1. Exhibit Positive Attitude	
1.1 describe impact of a positive attitude	
1.2 describe how to develop a positive attitude	8
2. Exhibit Professional Appearance	
2.1 maintain personal hygiene	
2.2 maintain professional appearance	10
3. Exhibit Professional Conduct	
3.1 exhibit service attributes	
3.2 provide guest service	
3.3 exhibit leadership qualities	
3.4 exhibit ethical conduct	
3.5 describe benefits of professional development	
3.6 participate in professional development activities	11
4. Use Organizational Skills	
4.1 use time management skills	
4.2 use delegation skills	16
5. Use Communication Skills	
5.1 define effective communication	
5.2 follow guidelines for effective communication	
5.3 follow guidelines for effective listening	
5.4 communicate with special needs guests	
5.5 use telephone skills	
5.6 plan meetings	
5.7 conduct meetings	
5.8 maintain regular communication with immediate supervisor	18

BEVERAGE SERVICES MANAGER

6. Handle Problems	23
6.1 outline benefits of handling difficult situations properly	
6.2 outline reasons for guests' complaints	
6.3 outline reasons why guests do not complain	
6.4 recognize potential problems	
6.5 handle problems	
C. ADMINISTRATION	
1. Administer Budget	26
1.1 define budget terminology	
1.2 develop budget	
1.3 implement and monitor budget	
1.4 analyze budget	
1.5 develop departmental objectives	
2. Outline Guidelines for Controlling Cash	30
2.1 outline guidelines for controlling cash	
3. Control Inventory	31
3.1 outline benefits of taking inventory on regular basis	
3.2 set up inventory system for products and supplies	
3.3 maintain par stock levels	
3.4 maintain inventories	
3.5 implement purchasing procedures	
3.6 implement receiving procedures	
3.7 implement internal requisition system	
4. Maintain Records	35
4.1 maintain records	
5. Schedule Staff	36
5.1 schedule staff	
D. PRODUCT MANAGEMENT	
1. Develop Product Knowledge	37
1.1 develop product knowledge	
1.2 outline guidelines for storing food and beverage products	
1.3 describe how to store perishables	

2.	Outline Product Costing and Pricing	39
2.1	identify components of standard recipes	
2.2	follow product costing procedure	
2.3	identify factors influencing product pricing	
2.4	define sales mix	
2.5	determine sales mix	
2.6	outline how to adjust sales mix	
E.	MARKETING	
1.	Define Marketing Terminology	42
1.1	define marketing terminology	
2.	Make Recommendations for Marketing Plan	44
2.1	make recommendations for marketing plan	
3.	Use Promotional Plan	45
3.1	establish promotional plan	
3.2	implement promotional plan	
3.3	evaluate promotional plan	
F.	OPERATIONS	
1.	Manage Operations	47
1.1	implement policies and procedures	
1.2	revise policies and procedures	
1.3	operate and maintain equipment	
1.4	establish procedures for daily operations	
1.5	outline opening procedure	
1.6	manage shift	
1.7	describe guidelines for bar cleaning and maintenance	
1.8	outline closing procedure	
2.	Follow Safety Guidelines	53
2.1	follow emergency guidelines	
2.2	identify symbols and combustible materials for common classes of fire	
2.3	outline guidelines for portable fire extinguisher	
G.	HUMAN RESOURCE MANAGEMENT	
1.	Hire Staff	56
1.1	describe effective human resource management	
1.2	develop job descriptions	
1.3	recruit staff	
1.4	interview applicants	
1.5	follow selection process	

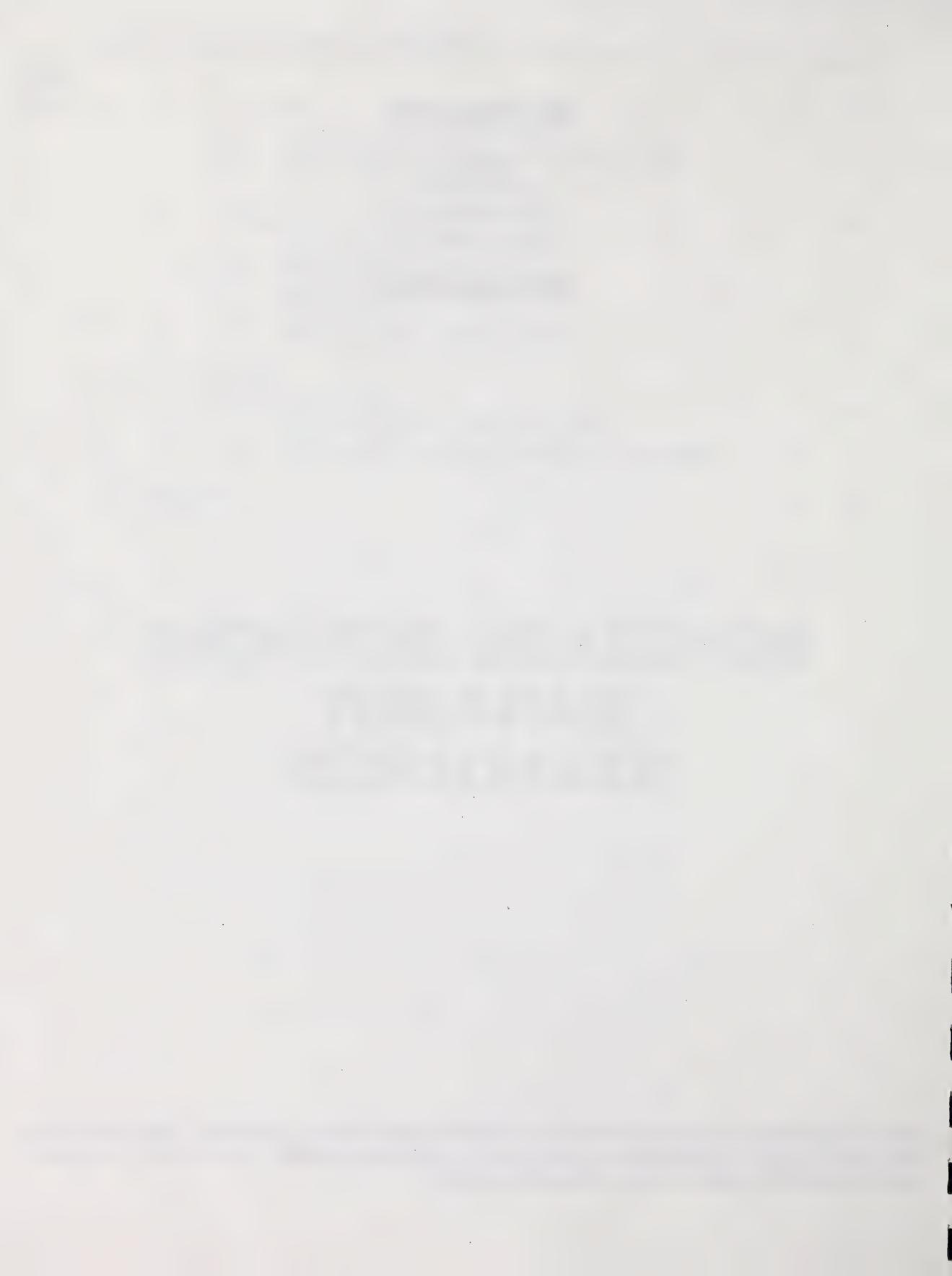
BEVERAGE SERVICES MANAGER

2. Train Staff	59
2.1 provide orientation for new staff	
2.2 identify benefits of initial and ongoing training	
2.3 develop training programs	
3. Monitor Staff Performance	61
3.1 conduct performance review	
3.2 use motivational techniques	
3.3 resolve staff problems	
3.4 terminate staff	
3.5 outline guidelines for exit interview	
 H. LEGISLATION	
1. Adhere to Legislation	64
1.1 comply with provincial liquor legislation	
1.2 adhere to other legislation pertaining to operation	
 GLOSSARY	
	67

TOURISM
STANDARDS
CONSORTIUM
(Western Canada)

BEVERAGE SERVICES MANAGER STANDARDS

Note: Regulations in the standards are only excerpts and are not complete. Therefore, where reference is made to legislation, the reader is expressly advised to consult the original legislation, and to obtain further advice as required.



BEVERAGE SERVICES MANAGER

SKILL 1: POSSESS PREREQUISITE

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1.1 possess prerequisite

K	identify prerequisite: must provide proof of successful completion of Alberta Tourism Education Council's certification examination for bartender
P	possess prerequisite as outlined

A.
PREREQUISITE

BEVERAGE SERVICES MANAGER



SKILL 1: EXHIBIT POSITIVE ATTITUDE

1.1 describe impact of a positive attitude

K describe impact of a positive attitude:

- a) another person's positive attitude causes one to feel:
 - good about self and others
 - energetic
 - enthusiastic
 - positive
 - useful
 - helpful
 - important
- b) a positive attitude allows one to:
 - feel good about self and others
 - be open to new ideas
 - appear approachable
 - be perceived as being likable
 - maintain friendships
 - communicate more effectively
 - experience greater job satisfaction
 - make most of situations
 - deal more effectively with stress and enjoy better health as a result
- c) a positive attitude affects business and community by:
 - creating positive experiences for guests and staff
 - encouraging repeat business
 - encouraging new business through positive word-of-mouth advertising
 - increasing revenue
 - increasing prestige
 - extending length of guest's stay

B. LEADERSHIP

**SKILL 1:
EXHIBIT POSITIVE
ATTITUDE**

1.2 describe how to develop a positive attitude

K describe how to develop a positive attitude:

- a) identify strengths and weaknesses
- b) set and document realistic goals
- c) develop action plan to achieve goals, for example:
 - observe and model others who have desired attitude and behaviours
 - practice behaviours and thought processes consistent with desired attitude
 - visualize self advancing towards goals
- d) evaluate progress:
 - seek feedback from others
 - monitor self

B.
LEADERSHIP

BEVERAGE SERVICES MANAGER

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SKILL 2: EXHIBIT PROFESSIONAL APPEARANCE

2.1 maintain personal hygiene

K outline how to maintain personal hygiene:

- keep hair clean and controlled
- keep fingernails neat and clean
- wash hands frequently, e.g. after smoking
- keep teeth clean and breath fresh, e.g. brush teeth daily
- control body odour, e.g. bathe regularly

P maintain personal hygiene as outlined

2.2 maintain professional appearance

K outline how to maintain professional appearance:

- maintain uniform or clothing:
 - clean and press regularly
 - ensure buttons are attached
 - wear clean, closed-toed shoes with good support and non-slip soles
 - wear clean hosiery, e.g. nylons, dress socks
- use fragrance, cosmetics and jewellery sparingly
- maintain good posture
- keep hands out of pockets

P maintain professional appearance as outlined

B. LEADERSHIP

SKILL 3: EXHIBIT PROFESSIONAL CONDUCT

3.1 exhibit service attributes

K

outline service attributes:

- a) be:
 - cheerful, e.g. smile
 - confident, e.g. be yourself, be comfortable with appearance and abilities
 - consistent, e.g. always provide excellent service
 - courteous, e.g. establish eye contact, address guests as 'sir' or 'madam'
 - diplomatic
 - empathetic
 - enthusiastic, e.g. enjoy work
 - friendly
 - patient
 - perceptive, e.g. anticipate guests' needs
 - sensitive to cultural differences or religious beliefs
 - sincere
 - tactful, e.g. avoid being overly familiar with regular guests
- b) never argue with guests
- c) work calmly and efficiently
- d) treat all guests equally
- e) do not discuss personal or work issues within proximity of guests

P

exhibit service attributes as outlined

B.
LEADERSHIP

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SKILL 3: EXHIBIT PROFESSIONAL CONDUCT

3.2 provide guest service

K outline how to provide guest service:

- a) greet guests upon arrival, e.g. smile
- b) use natural, non-aggressive stance and gestures
- c) follow guidelines for effective communication
- d) respond promptly and appropriately, for example:
 - ensure all guests' needs are met
 - relay special requests to kitchen or front desk
 - be honest about products
 - provide information, for example:
 - identify services available
 - promote special events and attractions
 - offer recommendations, when asked
 - offer to make reservations or bookings
 - direct guests to services, facilities or to source of further information
 - e) confirm guests' satisfaction
 - f) thank guests

P provide guest service as outlined

B. LEADERSHIP

SKILL 3: EXHIBIT PROFESSIONAL CONDUCT

3.3 exhibit leadership qualities

K

outline leadership qualities:

- a) maintain open lines of communication:
 - be receptive to staff suggestions
 - provide feedback, for example:
 - positive reinforcement
 - constructive criticism
- b) take responsibility for overall operation
- c) encourage teamwork:
 - delegate tasks
 - recognize strengths and weaknesses
- d) be:
 - flexible, e.g. with staff, guests, suppliers and scheduling
 - objective, e.g. set aside personal opinions and biases
 - patient, e.g. work calmly and effectively under stress
- e) share knowledge and expertise
- f) maintain focus, e.g. stay on task
- g) work as member of management team, e.g. support initiatives

P

exhibit leadership qualities as outlined

B.
LEADERSHIP

BEVERAGE SERVICES MANAGER



SKILL 3: EXHIBIT PROFESSIONAL CONDUCT

3.4 exhibit ethical conduct

K outline ethical conduct:

- a) promote practices which protect public or bring credit to facility and industry, e.g. responsible use of alcohol
- b) maintain high standard of professionalism and integrity, e.g. avoid conflict of interest
- c) maintain confidentiality of privileged information
- d) respect rights of others
- e) maintain accurate records and information
- f) co-operate with other industry members

P exhibit ethical conduct as outlined

3.5 describe benefits of professional development

K describe benefits of professional development:

- a) improves skills and attitudes
- b) improves industry knowledge, e.g. of new products and trends
- c) promotes networking
- d) motivates co-workers
- e) promotes advancement

B. LEADERSHIP

BEVERAGE SERVICES MANAGER

SKILL 3: EXHIBIT PROFESSIONAL CONDUCT

TOURISM
STANDARDS
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3.6 participate in professional development activities

K

outline professional development activities:

- a) join professional and community associations
- b) attend courses, workshops, conferences and industry trade shows
- c) read local, regional, national and international publications, for example:
 - magazines
 - directories
 - brochures
 - newsletters
- d) network with industry professionals

P

participate in professional development activities as outlined

B.
LEADERSHIP

BEVERAGE SERVICES MANAGER



SKILL 4: USE ORGANIZATIONAL SKILLS

4.1 use time management skills

K outline time management skills:

- a) set and prioritize short, medium and long term goals
- b) identify and prioritize tasks to be completed for each goal, e.g. prepare 'to do' list
- c) determine amount of time each task will take, considering:
 - previous experience
 - other projects which compete for time
 - resources available
 - possible delays
- d) outline steps to achieve final goal
- e) delegate duties
- f) record appointments, meetings and critical dates
- g) ensure deadlines are met
- h) identify incomplete tasks and make adjustments, as required, e.g. to time lines, critical dates and appointments
- i) maintain communication with management team and staff to share achievements, issues, problems and solutions

P use time management skills as outlined

B. LEADERSHIP

SKILL 4: USE ORGANIZATIONAL SKILLS

TOURISM
STANDARDS
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4.2 use delegation skills

K

outline delegation skills:

- a) identify skills required to complete task
- b) consider capabilities and limitations of staff members
- c) choose staff member best suited to task
- d) outline expectations, e.g. time or date of completion
- e) monitor task in progress, e.g. ask for feedback, offer suggestions
- f) ensure task is completed as required

P

use delegation skills as outlined

B.
LEADERSHIP

BEVERAGE SERVICES MANAGER

SKILL 5: USE COMMUNICATION SKILLS

5.1 define effective communication

K define effective communication:

process of sharing thoughts, ideas and knowledge so that all individuals involved understand one another

5.2 follow guidelines for effective communication

K outline guidelines for effective communication:

a) prepare message:

- consider goal and audience
- organize ideas, e.g. prioritize statements
- select best method of communication, e.g. verbal, written

b) deliver message:

- speak clearly and loudly enough to be heard
- use precise, uncomplicated language
- adjust time, location and personal style as needed
- address listener by name whenever possible
- consider impact of message
- respect listener's personal space

c) reinforce message:

- use non-verbal communication, for example:
 - ▲ gestures
 - ▲ posture
 - ▲ tone of voice
 - ▲ eye contact
- use support materials, for example:
 - ▲ hand-outs
 - ▲ overheads
 - ▲ memos

B. LEADERSHIP

SKILL 5: USE COMMUNICATION SKILLS

5.2 cont'd

5.3 follow guidelines for effective listening

- c) confirm understanding, for example:
 - acknowledge comments
 - observe behaviours
 - empathize
 - encourage questions
- d) clarify message, as necessary,
e.g. repeat, rephrase, show by example

P follow guidelines for effective communication as outlined

K outline guidelines for effective listening:

- a) listen to details of message, e.g. do not interrupt speaker
- b) show interest in what is being said,
e.g. nod, smile
- c) confirm understanding, e.g. paraphrase,
ask questions
- d) respond to message:
 - empathize
 - offer suggestions

P follow guidelines for effective listening as outlined

B.
LEADERSHIP

BEVERAGE SERVICES MANAGER



SKILL 5: USE COMMUNICATION SKILLS

5.4 communicate with special needs guests

K outline how to communicate with special needs guests:

- communicate directly to guest, whenever possible
- offer assistance or aid only as necessary, for example:
 - take coat or packages
 - explain menu
 - help with stairs and door jams, e.g. carry or hoist wheelchairs
 - contact transportation company for guest
- when serving visually-impaired guest:
 - speak normally
 - explain activities as necessary
 - do not point when referring to location
 - be prepared to count out guest's money and to aid with check
 - offer arm to assist guest when walking
- when serving hearing-impaired guest:
 - face guest
 - use basic gestures, e.g. point
 - offer paper and pen to communicate, as necessary
 - speak slowly and clearly to accommodate guest who is able to read lips
 - seek assistance from staff member or guest able to use sign language, if available
- when serving foreign language speaking guest:
 - speak slowly and clearly
 - seek assistance, if available

P communicate with special needs guests as outlined

B. LEADERSHIP

SKILL 5: USE COMMUNICATION SKILLS

5.5 use telephone skills

K outline how to use telephone skills:

- a) answer telephone promptly
- b) be courteous and use pleasant tone of voice:
 - smile to create positive frame of mind, which is reflected in voice
- c) greet caller, identify establishment and self
- d) follow guidelines for effective communication
- e) use listening skills
- f) respond to call, for example:
 - redirect
 - take message
 - answer questions
- g) thank other party

P use telephone skills as outlined

5.6 plan meetings

K outline how to plan meetings:

- a) determine need for meeting, for example:
 - to promote teamwork
 - to facilitate open communication
 - to introduce policy changes or promotions
 - to identify problems and possible solutions
- b) arrange details of meeting, for example:
 - identify and notify participants
 - select suitable location,
e.g. consider number of participants
 - choose date and time, considering:
 - schedules
 - hours of operation
 - time for discussion
- c) write agenda, including:
 - details of meeting
 - topics to be discussed
- d) make agenda available to participants in advance of meeting, e.g. distribute, post

B.
LEADERSHIP

BEVERAGE SERVICES MANAGER



SKILL 5: USE COMMUNICATION SKILLS

5.6 cont'd

P plan meetings as outlined

5.7 conduct meetings

K outline how to conduct meetings:

- a) ensure that meeting preparations are complete, for example:
 - room is properly set-up
 - materials are available, e.g. visual aids, hand-outs
- b) start on time
- c) follow agenda:
 - set parameters at beginning of meeting
 - control meeting, for example:
 - stay on topic
 - allow input from all participants
 - limit time for discussion
- d) record minutes and follow-up required, e.g. date of next meeting, policy revisions
- e) close meeting by scheduled time

P conduct meetings as outlined

5.8 maintain regular communication with immediate supervisor

K outline how to maintain regular communication with immediate supervisor:

- a) follow reporting procedures:
 - be clear and concise
- b) present reports and recommendations regarding:
 - operations
 - facility
 - staff development and performance
- c) invite feedback and discussion
- d) make changes as directed and discussed
- e) submit formal plans
- f) provide updates, as required

P maintain regular communication with immediate supervisor as outlined

SKILL 6: HANDLE PROBLEMS

<p>6.1 outline benefits of handling difficult situations properly</p>	K	<p>outline benefits of handling difficult situations properly:</p> <ul style="list-style-type: none"> a) prevents other guests from experiencing same problem b) increases positive and decreases negative word-of-mouth advertising c) builds confidence in organization d) increases self-esteem and professionalism e) financially beneficial to keep clientele
<p>6.2 outline reasons for guests' complaints</p>	K	<p>outline reasons for guests' complaints:</p> <p>product or service received does not meet guests' expectations, for example:</p> <ul style="list-style-type: none"> a) cost is too high b) service is slow or inattentive c) favourite menu item is not available d) problem is recurring
<p>6.3 outline reasons why guests do not complain</p>	K	<p>outline reasons why guests do not complain:</p> <p>guest:</p> <ul style="list-style-type: none"> a) believes complaining takes too much time or effort b) is embarrassed c) is insecure or intimidated d) believes complaining is impolite e) does not know how to complain or to whom f) believes complaint will not be resolved g) has low expectations of products or services h) has nothing to complain about, i.e. expectations were met

BEVERAGE SERVICES MANAGER

SKILL 6: HANDLE PROBLEMS

6.4 recognize potential problems

K outline how to recognize potential problems:

a) monitor operation:

- watch for behavioural indicators of problems from guests, for example:
 - negative facial expressions
 - avoiding eye contact
 - fidgeting
- watch for rushed or disorganized staff members

b) deal with situations before problems arise, for example:

- assist staff as needed

P recognize potential problems as outlined

K outline how to handle problems:

a) identify problems

b) prioritize problems, e.g. determine severity and frequency

c) solve problems:

- determine details, e.g. ask for description
- do not assign blame, e.g. do not make accusations
- generate possible solutions
- assess possible solutions, considering:
 - policy
 - consequences
 - budget
 - speed of action
- select best course of action with input from individuals involved
- implement action
- evaluate results:
 - determine if problem has been solved, e.g. seek feedback from guest
 - make adjustments as needed

B. LEADERSHIP

SKILL 6: HANDLE PROBLEMS

6.5 cont'd

TOURISM
STANDARDS
CONSORTIUM
(Western Canada)

P

- d) document problem, including causes and solution
- handle problems as outlined

B.
LEADERSHIP

SKILL 1: ADMINISTER BUDGET

1.1 define budget terminology

K define budget terminology:

- a) **actual costs** - total expenses accrued over specific time period
- b) **actual sales** - revenue acquired over specific time period; gross sales minus taxes
- c) **beverage costs** - cost of beverage products, e.g. liquor, wine and beer, expressed as actual percentage of sales
- d) **cost of sales (product cost percentage)** - cost of item over sales price, expressed as a percentage
- e) **fixed and administrative costs** - costs that do not vary with volume of sales, e.g. rent
- f) **food costs** - cost of food products expressed as actual percentage of sales
- g) **labour costs** - staff wages expressed as percentage of total operating costs
- h) **projected costs** - estimated expenses according to categories, e.g. food, beverage, labour, smallwares and promotions, based on previous actual costs and sales, current trends and projected sales
- i) **projected sales** - estimated revenue according to categories, e.g. beer, wine, liquor and food, based on current trends and previous sales
- j) **variable costs** - costs that can be controlled but vary with volume of sales or outside influences

C. ADMINISTRATION

SKILL 1: ADMINISTER BUDGET

1.2 develop budget

K

outline how to develop budget:

- a) follow budget format
- b) estimate sales for specific time period, considering:
 - company goals
 - history
 - present economy
 - industry trends
- c) determine needed resources and costs:
 - resources, e.g. materials, services, staff, equipment
 - costs, e.g. labour, product, rent, advertising, promotions
- d) detail how funds will be spent, e.g. review previous budgets and allocations of funds
- e) break down revenue and expenditures to weekly or monthly budget plans, detailing:
 - projected sales
 - variable costs
 - projected costs
- f) liaise with other departments for input
- g) document necessary budget statements
- h) submit budget for approval
- i) make amendments as required

P

develop budget as outlined

C.
ADMINISTRATION

BEVERAGE SERVICES MANAGER



SKILL 1: ADMINISTER BUDGET

1.3 implement and monitor budget

K outline how to implement and monitor budget:

- a) set policies and procedures to control costs
- b) monitor revenue and expenses:
 - review daily reports to ensure revenue and expenses are within guidelines
 - review incoming bills
 - analyze deviations from budget
- c) adhere to cost control measures:
 - implement strategies to bring actual performance closer to projections
- d) report discrepancies to immediate supervisor

P implement and monitor budget as outlined

1.4 analyze budget

K outline how to analyze budget:

- a) compare actual performance to projections, considering:
 - allocation of funds
 - expenditures
 - adjustments to allocations
 - expenses and revenue
- b) make recommendations for improvement

P analyze budget as outlined

C. ADMINISTRATION

BEVERAGE SERVICES MANAGER

SKILL 1: ADMINISTER BUDGET

1.5 develop departmental objectives

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K outline how to develop departmental objectives:

- review performance of department:
 - ensure corporate philosophy is adhered to and objectives are met
 - ensure marketing plan is being followed, considering:
 - situation analysis
 - future plans
 - current statistics
 - compare previous objectives to performance
- develop objectives based on performance of department, current information and statistics
- prioritize objectives

P develop departmental objectives as outlined

C.
ADMINISTRATION

BEVERAGE SERVICES MANAGER

SKILL 2: OUTLINE GUIDELINES FOR CONTROLLING CASH

2.1 outline guidelines for controlling cash

K outline guidelines for controlling cash:

- a) determine policies and procedures regarding, for example:
 - pick-up, return and security of cash floats
 - server cash-outs
- b) communicate policies and procedures to staff, e.g. hold staff meeting to explain details
- c) ensure staff adhere to policies and procedures, e.g. spot-check floats and guest checks
- d) identify discrepancies
- e) follow up, for example:
 - demonstrate correct procedures to staff
 - improve security, e.g. use locks

C. ADMINISTRATION

SKILL 3: CONTROL INVENTORY

3.1 outline benefits of taking inventory on regular basis

K outline benefits of taking inventory on regular basis:

- monitors costs by:
 - recording spillage, use and price changes
 - identifying discrepancies
- reinforces idea of control, e.g. security is maintained
- provides basis for purchasing, for example:
 - identifies high sale items
 - improves ability to project sales
- permits adjustment of capital tied up in inventory, e.g. allows adjustment of par stock levels according to use

3.2 set up inventory system for products and supplies

K outline how to set up inventory system for products and supplies:

- develop record-keeping system, e.g. stock sheets, log book
- determine schedule for counting inventory, e.g. daily, weekly
- count products and supplies on hand
- compare counts to use, e.g. actual sales
- reorder products and supplies, following company and supplier guidelines

P set up inventory system for products and supplies as outlined

BEVERAGE SERVICES MANAGER



SKILL 3: CONTROL INVENTORY

3.3 maintain par stock levels

K outline how to maintain par stock levels:

- a) determine par stock levels, i.e. amount of each item required for operation over specific time period, e.g. daily, weekly
- b) count stock as required
- c) compare existing stock to amount required, considering:
 - expected use
 - shelf life of product
- d) replenish to par stock level as required, e.g. restock, reorder, considering:
 - ordering and delivery schedule of supplier
 - upcoming events and promotions

P maintain par stock levels as outlined

3.4 maintain inventories

K outline how to maintain inventories:

- a) rotate perishable items, e.g. use first-in, first-out (FIFO)
- b) check dated items before use and take necessary action, e.g. return for credit, dispose of, put on special
- c) secure storage areas and high-cost items, e.g. fit liquor cabinets with locks
- d) ensure proper temperature of food and beverage storage areas, e.g. freezers, fridges
- e) take action to address discrepancies, e.g. review security procedures

P maintain inventories as outlined

C. ADMINISTRATION

SKILL 3: CONTROL INVENTORY

3.5 implement purchasing procedures

K outline purchasing procedures:

- a) review product list to determine needs
- b) identify local distributors and suppliers:
 - determine best prices
 - record:
 - type of product
 - name of local distributor or supplier, e.g. first choice, second choice
 - name of representative
 - mailing address
 - phone number
 - update information as required
- c) establish working relationship with local distributors and suppliers:
 - outline information, for example:
 - purchase order numbers
 - line of credit available
 - delivery days
- d) document purchasing procedures, e.g. purchasing deadline, delivery schedule,:
 - negotiate prices whenever possible, e.g. high volume items may be negotiable
- e) communicate procedures to purchasing staff
- f) follow up, e.g. ensure procedures are adhered to

3.6 implement receiving procedures

P implement purchasing procedures as outlined

K outline receiving procedures:

- a) establish receiving guidelines, for example:
 - compare invoice to purchase order, checking for price variation

C.
ADMINISTRATION

SKILL 3: CONTROL INVENTORY

3.6 cont'd

3.7 implement internal requisition system

C. ADMINISTRATION

- check goods received for:
 - number of items
 - substitutions
 - breakage
 - spoilage or outdated product
- record irregularities in log book
- flag credit notes to comptroller
- file invoice
- ensure stock is stored and secured as required

b) document receiving procedures

c) communicate procedures to management and designated staff

d) follow up, e.g. ensure procedures are adhered to

P implement receiving procedures as outlined

K outline how to implement internal requisition system:

a) establish guidelines for internal requisitions, for example:

- determine record keeping system
- assign authority for access to inventories, e.g. department managers

b) supply requisition forms to each department

c) follow up, for example:

- ensure record keeping system is maintained
- make adjustments as required, e.g. record inter-departmental transfers

P implement internal requisition system as outlined

BEVERAGE SERVICES MANAGER

SKILL 4: MAINTAIN RECORDS

4.1 maintain records

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CONSORTIUM
(Western Canada)

K

outline how to maintain records:

- a) identify types of records required, for example:
 - payroll
 - personnel
 - maintenance
 - security
 - inventory
 - sales
- b) complete records as required, e.g. daily, monthly, annually
- c) ensure information is accurate, e.g. dates, calculations, inventory counts
- d) file copy:
 - circulate, if necessary, e.g. to other departments
- e) keep records current, e.g. store or delete old information

P

maintain records as outlined

C.
ADMINISTRATION

BEVERAGE SERVICES MANAGER



SKILL 5: SCHEDULE STAFF

5.1 schedule staff

K

outline how to schedule staff:

- a) set and communicate policies and procedures, for example:
 - how to request time off
 - day of week schedule is drafted and posted
- b) determine staffing needs by projecting sales on daily and weekly basis, e.g. compare sales from same period in current year to previous year
- c) draft schedule, considering:
 - hours of operation
 - employment legislation
 - labour guidelines
 - special events
 - budget restrictions, e.g. labour costs
 - size of facility
 - staff requests
 - strengths and weaknesses of staff
- d) review schedule to ensure all shifts are covered
- e) finalize schedule
- f) post schedule on time
- g) notify staff members of changes made after posting

P

schedule staff as outlined

C. ADMINISTRATION

SKILL 1: DEVELOP PRODUCT KNOWLEDGE

1.1 develop product knowledge

K outline how to develop product knowledge:

- familiarize self and staff with food and beverage items:
 - review menus and terminology
 - identify specials
 - sample items
- be able to describe items according to:
 - ingredients
 - preparation methods
 - time required for preparation
 - presentation
 - selling price

P develop product knowledge as outlined

1.2 outline guidelines for storing food and beverage products

K outline guidelines for storing food and beverage products:

- for coolers and freezers:
 - ensure door seals are intact
 - place thermometer in warmest spot and ensure temperature range is appropriate
 - place wine, liquor, beer and food on skids or shelves
 - allow horizontal and vertical space around and between items
 - use first-in, first-out (FIFO) rotation
 - store prepared food away from and above raw food
 - clean weekly
- for dry storage:
 - store wine, liquor, beer and food on skids or shelves with enough space (15 cm/6 in) to permit cleaning and air circulation
 - store out of direct sunlight
 - use FIFO rotation
 - ensure adequate lighting, controlled temperature and humidity

D.
PRODUCT
MANAGEMENT

SKILL 1: DEVELOP PRODUCT KNOWLEDGE

1.3 describe how to store perishables

K describe how to store perishables:

- a) identify bar perishables, for example:
 - juices
 - dairy products
 - fruit and vegetable garnishes
 - dairy-based liqueurs and Advocaat
 - unpasteurized beer
- b) pour open canned items into plastic or glass containers
- c) keep juices covered and refrigerated when not in use
- d) use FIFO

D. PRODUCT MANAGEMENT

SKILL 2:
OUTLINE PRODUCT COSTING AND PRICING

<p>2.1 identify components of standard recipes</p> <p>2.2 follow product costing procedure</p> <p>2.3 identify factors influencing product pricing</p>	<p>K</p> <p>K</p> <p>K</p>	<p>identify components of standard recipes:</p> <ol style="list-style-type: none"> ingredients amount of each ingredient method of preparation size of serving or individual portion method of presentation, e.g. type of garnish selling price <p>outline product costing procedure:</p> <ol style="list-style-type: none"> follow standard recipe determine cost of: <ul style="list-style-type: none"> each ingredient, e.g. 40 oz bottle of brandy costs \$40.00, therefore cost per unit (1 oz) is \$1.00 all ingredients, e.g. total cost (per unit cost) determine selling price, for example: <ul style="list-style-type: none"> percentage cost - multiply total unit cost by standard factor standard mark-up - add set amount, e.g. \$2.00, to per unit cost <p>follow product costing procedure as outlined</p> <p>identify factors influencing product pricing:</p> <ol style="list-style-type: none"> cost of providing product, e.g. labour, cost of product, overhead competitor's prices location of establishment guest expectations general economic conditions company goals and policies
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D.
PRODUCT
MANAGEMENT

BEVERAGE SERVICES MANAGER



SKILL 2: OUTLINE PRODUCT COSTING AND PRICING

2.4 define sales mix

K define sales mix:

quantities of categories or items sold in comparison to all other categories or items sold; expressed as a percentage

2.5 determine sales mix

K outline how to determine sales mix:

a) identify:

- product cost
- selling price

b) track sales

c) determine:

- cost of sales for each category or item
- percentage of total sales for each category or item

CATEGORY	TOTAL COST OF ITEMS SOLD	TOTAL SALES OF ITEMS SOLD	COST OF SALES	ACTUAL SALES MIX	BUDGETED SALES MIX
Beer	\$4.00	\$16.00	25%	53%	55%
Wine	\$2.00	\$4.00	50%	14%	12%
Spirits	\$2.50	\$10.00	25%	33%	33%
Totals:	\$8.50	\$30.00	100%	100%	100%

D. PRODUCT MANAGEMENT

BEVERAGE SERVICES MANAGER

SKILL 2: OUTLINE PRODUCT COSTING AND PRICING

2.6 outline how to adjust sales mix

K

outline how to adjust sales mix:

- a) analyze actual sales mix:
 - identify high and low selling items
 - identify high and low cost items
 - identify high and low profit items
- b) make adjustments to variables to meet budget guidelines:
 - raise or lower selling price

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ITEM	TOTAL COST OF ITEMS SOLD	TOTAL SALES OF ITEMS SOLD	COST OF SALES	ACTUAL SALES MIX
Cognac	\$8.00	\$16.00	50%	14%
Bacardi	\$6.00	\$24.00	25%	21.5%
Kahlua	\$6.00	\$30.00	20%	21.5%
Bar Rye	\$2.00	\$10.00	20%	7%
Grand Marnier	\$10.00	\$30.00	30%	36%

D.
PRODUCT
MANAGEMENT

BEVERAGE SERVICES MANAGER

SKILL 1: DEFINE MARKETING TERMINOLOGY

1.1 define marketing terminology

K define marketing terminology:

- a) **competition analysis** - analysis of other organizations with similar products and target markets
- b) **financial statements** - balance sheet, cash flow and profit/loss statements
- c) **market segment** - specific group of current or potential customers identified by wants, needs, interests, attitudes and lifestyles, toward which an organization directs its marketing plan
- d) **marketing** - process of analysing, planning, implementing and controlling strategies to meet guest's needs and achieve company objectives; based on 4 P's (promotion, pricing, product, place)
- e) **marketing mix** - written, well thought-out and researched document that directs marketing activities within set period of time
- f) **marketing plan** - written document identifying target market, specific marketing goals, budget and timing for marketing
- g) **operations** - key personnel, type of ownership, policies and methods for operating business
- h) **place** - location and accessibility as it affects target market, taking into consideration proximity to transit, parking and traffic flow
- i) **pricing objectives** - goals that specify role of price in an organization's marketing and strategic plans
- j) **product** - blend of food, business, activities, facilities, experiences and services provided by business

E. MARKETING

SKILL 1: DEFINE MARKETING TERMINOLOGY

1.1 cont'd

- k) **product review** - careful and concise evaluation of products and services sold
- l) **promotional mix** - combination of actions that company takes to communicate with consumers about its products; alternatives include advertising, personal selling, publicity and sales promotion
- m) **sales projections** - forecasted revenue
- n) **situation analysis** - review of current situation, including levels of sales and operational methods in relation to history and goals
- o) **target market** - description of type of customer marketing plan is meant to attract

E.
MARKETING

SKILL 2: MAKE RECOMMENDATIONS FOR MARKETING PLAN

2.1 make recommendations for marketing plan

K

outline how to make recommendations for marketing plan:

- a) monitor current situation:
 - analyze location, e.g. in relation to services provided
 - analyze facility, e.g. for marketing potential
 - determine guest profile, for example:
 - characteristics, e.g. age, gender, income
 - preferences, e.g. entertainment, menu items
 - needs, e.g. wheelchair access
 - degree of satisfaction, e.g. read comment cards, ask for feedback
 - review results from promotions, e.g. response to coupon blitz
 - monitor sales, for example:
 - determine popular items
 - identify high and low selling periods, e.g. daily, weekly, monthly
- b) identify marketing opportunities, for example:
 - community events, e.g. consider themes, dates, activities
 - industry trends, e.g. designated driver programs
- c) test new ideas, for example:
 - experiment with daily specials
 - change music selection
- d) submit recommendations
- e) follow up, as needed

P

make recommendations for marketing plan as outlined

BEVERAGE SERVICES MANAGER

SKILL 3: USE PROMOTIONAL PLAN

TOURISM
STANDARDS
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3.1 establish promotional plan

K outline how to establish promotional plan:

- a) review marketing plan
- b) set clear, measurable and achievable objectives based on marketing plan
- c) list resources available, e.g. funding, sponsors
- d) research attitudes of others, e.g. communities, government, media and general public, towards facility
- e) improve or maintain image in community, e.g. sponsor sports team, participate in community events
- f) identify promotional opportunities, e.g. festivals, special occasions
- g) select promotional methods most likely to meet objectives, for example:
 - advertising, e.g. television, newspaper ads, billboards, flyers, posters
 - sales promotions, e.g. brochures, coupons, contests, special offers, displays, special events
 - personal selling, e.g. staff incentives
 - publicity, e.g. guest appearances
- h) record details of promotional plan including objectives and anticipated results
- i) prepare budget
- j) obtain approval from supervisor

P establish promotional plan as outlined

E.
MARKETING

BEVERAGE SERVICES MANAGER



SKILL 3: USE PROMOTIONAL PLAN

3.2 implement promotional plan

K outline how to implement promotional plan:

- a) allocate budget
- b) determine time lines and critical dates
- c) communicate plan to staff and management, as required
- d) schedule staff and resources
- e) delegate responsibilities

P implement promotional plan as outlined

3.3 evaluate promotional plan

K outline how to evaluate promotional plan:

- a) review promotional activities on ongoing basis
- b) document:
 - costs
 - results, for example:
 - attendance
 - profitability
 - sales
 - influencing factors, for example:
 - economy
 - weather
 - competition
- c) prepare final evaluation and make recommendations for future activities

P evaluate promotional plan as outlined

E. MARKETING

BEVERAGE SERVICES MANAGER

SKILL 1: MANAGE OPERATIONS

TOURISM
STANDARDS
CONSORTIUM
(Western Canada)

1.1 implement policies and procedures

K

outline how to implement policies and procedures:

- a) familiarize self with policies and procedures, for example:
 - read:
 - company goals and objectives
 - company philosophy
 - operations and employee manuals
 - attend meetings and training sessions
 - ask management for information
- b) determine implications of policies and procedures on day-to-day operations
- c) determine responsibilities of operating facility, for example:
 - legal liabilities
 - insurance requirements
 - lease restrictions
- d) communicate policies and procedures to staff, e.g. information or training sessions, meetings
- e) ensure policies and procedures are adhered to, e.g. monitor daily operations

P

implement policies and procedures as outlined

F.
OPERATIONS

1.2 revise policies and procedures

K

outline how to revise policies and procedures:

- a) review existing policies and procedures
- b) identify areas of concern and generate ideas for improvement of operation, for example:
 - at staff and management meetings
 - with other industry members
- c) submit recommendations to supervisor and ask for feedback

BEVERAGE SERVICES MANAGER



SKILL 1: MANAGE OPERATIONS

1.2 cont'd

1.3 operate and maintain equipment

F. OPERATIONS

- d) prepare revised policies and procedures in written format indicating:
 - changes in operations
 - effective date
- e) communicate changes to staff and management

P revise policies and procedures as outlined

K outline how to operate and maintain equipment:

- a) familiarize self with operation and maintenance of equipment, for example:
 - read manufacturers' instructions
 - ask staff, management or service representative
- b) determine adjustments and repairs that can be completed in-house, e.g. check power source, paper feed, fuses
- c) set up preventative maintenance schedule
- d) ensure list of service representatives and telephone numbers is readily available
- e) train staff to:
 - operate equipment correctly and safely
 - report malfunctions immediately

P operate and maintain equipment as outlined

**SKILL 1:
MANAGE
OPERATIONS**

<p>1.4 establish procedures for daily operations</p> <p>1.5 outline opening procedure</p>	<p>K</p> <p>P</p>	<p>outline how to establish procedures for daily operations:</p> <ol style="list-style-type: none"> identify daily duties, e.g. opening, closing determine best order for completion of duties to ensure efficiency and avoid omissions finalize procedures in checklist format communicate procedures to staff and management review and adjust procedures, as required <p>establish procedures for daily operations as outlined</p> <p>outline opening procedure:</p> <ol style="list-style-type: none"> ensure closing duties of previous shift are complete, for example: <ul style="list-style-type: none"> point of sale system is cleared sales reports are run garbage is disposed of fruit is wrapped and refrigerated check par stock levels of bar products and supplies: <ul style="list-style-type: none"> restock, requisition or reorder stock, as necessary prepare float: <ul style="list-style-type: none"> confirm total amount record discrepancies obtain small bills and change, if required review staff schedule for shift set up bar, if necessary: <ul style="list-style-type: none"> unlock cabinets and fridges turn equipment and lights on set up pour station, e.g. arrange liquor and mix
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**F.
OPERATIONS**

SKILL 1: MANAGE OPERATIONS

1.5 cont'd

- f) identify:
 - food and beverage specials for day
 - stock shortages
- g) prepare menu inserts and reader boards
- h) confirm arrival of staff:
 - ensure proper attire
 - outline specials and shortages
- i) walk through facility to confirm readiness for opening
- j) unlock doors

1.6 manage shift

K outline how to manage shift:

- a) monitor operations during shift to ensure:
 - 100% guest satisfaction
 - quality products
 - excellent service
 - clean, comfortable surroundings
- b) respond to needs, for example:
 - assist staff, when necessary
 - restock supplies, as needed, e.g. paper products in washrooms
 - accommodate special requests
- c) follow up, for example:
 - seek feedback from guests, e.g. comment cards, table talk
 - note areas of concern, e.g. service, maintenance, product quality

P manage shift as outlined

F. OPERATIONS

SKILL 1: MANAGE OPERATIONS

1.7 describe guidelines for bar cleaning and maintenance

K

describe guidelines for bar cleaning and maintenance:

- a) clean service areas:
 - prepare sanitizing solution according to manufacturer's directions, e.g. wear rubber gloves
 - rinse clean cloth in sanitizing solution before use
 - wipe soiled areas, e.g. cabinets, sidestands, countertops, shelves, mirrors, condiment containers, walls, coolers
 - change sanitizing solution regularly
- b) brush crumbs off chairs and remove food spots with sanitized cloth
- c) rinse garbage receptacles with sanitizing solution
- d) sweep and/or mop floors
- e) clean spills and breaks immediately:
 - use caution when cleaning up broken glass, e.g. use damp paper towels
 - dispose of broken glass in container identified for that purpose
 - protect others from hazard, e.g. block pathway
 - if spills or breaks occur at guest's table:
 - remove food and beverage items that may contain broken glass or china
 - inform supervisor of incident
 - dispose of ice that may contain broken glass or china

F. OPERATIONS

BEVERAGE SERVICES MANAGER



SKILL 1: MANAGE OPERATIONS

1.7 cont'd

1.8 outline closing procedure

f) report maintenance needs to supervisor, for example:

- wobbly chairs and tables
- splintered or rough surfaces
- torn carpet or loose floor tiles
- inadequate or burned out lights
- leaking taps or clogged drains
- insufficient supplies or equipment, e.g. toilet paper, fire extinguisher, first aid kit

K outline closing procedure:

- a) run sales reports
- b) clear point of sale system
- c) secure float and cash deposits, e.g. in safe
- d) address concerns encountered during shift, for example:
 - service concerns with staff members
 - note maintenance problems for next shift
- e) remove menu inserts and clear reader boards
- f) ensure closing duties are completed, for example:
 - equipment is turned off
 - burning candles and cigarettes are extinguished
 - garbage is disposed of
 - glassware is restocked for next shift
- g) complete security check, including thorough walk through facility, e.g. check washrooms, stairwells
- h) ensure exits are secure and set alarm

F. OPERATIONS

BEVERAGE SERVICES MANAGER

SKILL 2: FOLLOW SAFETY GUIDELINES

TOURISM
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(Western Canada)

2.1 follow emergency guidelines

K

outline emergency guidelines:

- a) know:
 - locations of emergency equipment, e.g. first aid kit, fire alarm, fire extinguisher
 - procedures for different emergencies, e.g. in case of fire; close, but do not lock, doors and windows; use stairs not elevators
- b) remain calm:
 - work quickly
 - assist guests
- c) be aware of legal implications
- d) minimize risks to self, for example:
 - wear rubber gloves to avoid infection
 - do not attempt to extinguish large fires
- e) attend to immediate danger first, for example:
 - attempt to stop bleeding
 - attempt to control or extinguish small fire
- f) report emergency:
 - call emergency personnel, e.g. dial 911 or local authority
 - provide requested information, e.g. nature of emergency, location
 - follow instructions, e.g. evacuate building
- g) meet emergency personnel at main door and assist as directed
- h) record details of emergency

P

follow emergency guidelines as outlined

F.
OPERATIONS

SKILL 2: FOLLOW SAFETY GUIDELINES

2.2 identify symbols and combustible materials for common classes of fire

K identify symbols and combustible materials for common classes of fire:

a) Class A:



- green triangle
- ordinary combustible materials, e.g. cloth, wood, paper

b) Class B:



- red square
- flammable liquids, e.g. petroleum products, fat, grease

c) Class C:



- blue circle
- Class A or B fire with electrical current

SKILL 2: FOLLOW SAFETY GUIDELINES

2.3 outline guidelines for portable fire extinguisher	K	<p>outline guidelines for portable fire extinguisher:</p> <p>a) ensure fire extinguisher is:</p> <ul style="list-style-type: none">• regularly inspected and maintained• properly labelled• stored in accessible location, e.g. known to staff• fully charged• suited to type of fires likely to be extinguished <p>b) when attempting to control small fire:</p> <ul style="list-style-type: none">• use proper extinguisher• maintain safe but effective distance from fire• use P.A.S.S.:<ul style="list-style-type: none">- Pull safety pin- Aim at base of fire- Squeeze trigger of extinguisher- Sweep from side-to-side, e.g. past edge of fire and back• for Class A fires:<ul style="list-style-type: none">- break fuel apart and continue to soak• for Class B fires:<ul style="list-style-type: none">- continue discharging after flame is out to prevent flashback• for Class C fires:<ul style="list-style-type: none">- shut off electrical current as soon as possible
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F.
OPERATIONS

BEVERAGE SERVICES MANAGER



SKILL 1: HIRE STAFF

1.1 describe effective human resource management

K describe effective human resource management:

- a) consists of:
 - recruiting, hiring, terminating
 - training programs
 - development of staff or team
 - evaluation of staff
- b) results in:
 - good communication between staff and management
 - high staff morale
 - efficient operation
 - customer satisfaction
 - increased profits
 - reduced staff turnover

1.2 develop job descriptions

K outline how to develop job descriptions:

- a) identify:
 - job title
 - areas of responsibilities
 - specific duties
 - reporting structure
 - qualifications
 - evaluation process
- b) compile information
- c) file for future use

P develop job descriptions as outlined

G.
HUMAN
RESOURCE
MANAGEMENT

BEVERAGE SERVICES MANAGER

SKILL 1: HIRE STAFF

TOURISM
STANDARDS
CONSORTIUM
(Western Canada)

1.3 recruit staff

K outline how to recruit staff:

- consider staff for promotions or transfers
- advertise by using, for example:
 - in-house postings
 - newspapers
 - employment centre listings
 - window signs
 - industry contacts
- review applications and résumés:
 - eliminate applications that do not meet minimum requirements
- select applicants for interviews

P recruit staff as outlined

1.4 interview applicants

K outline how to interview applicants:

- prepare for interviews:
 - set schedule for interviews
 - confirm times with applicants
 - prepare list of questions relevant to information required
 - establish criteria for rating applicants
 - select quiet, comfortable place for interview
- conduct interview:
 - insure interruptions will be minimal
 - greet applicant and put at ease
 - outline:
 - details of position
 - company philosophy and goals
 - discuss information on application form to determine:
 - strengths and weaknesses
 - long-range plans
 - discuss mutual expectations
 - provide applicant with opportunity to ask questions
 - explain selection process, e.g. indicate when decision will be made
 - thank applicant

G.
HUMAN
RESOURCE
MANAGEMENT

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RESOURCE
MANAGEMENT

57

BEVERAGE SERVICES MANAGER



SKILL 1: HIRE STAFF

1.4 cont'd

1.5 follow selection process

	<ul style="list-style-type: none">c) record results of interviewd) rate applicant according to predetermined criteria
P	interview applicants as outlined
K	<p>outline selection process:</p> <ul style="list-style-type: none">a) review results of interviewsb) eliminate unsuitable applicantsc) prioritize remaining applicantsd) check referencese) conduct second interviews, if necessaryf) select most suitable applicantg) make job offer, outlining:<ul style="list-style-type: none">• starting wage and date• probation period• review date• work schedule• job description and responsibilitiesh) notify unsuccessful applicants that position has been filled
P	follow selection process as outlined

G.
HUMAN
RESOURCE
MANAGEMENT

BEVERAGE SERVICES MANAGER

TOURISM
STANDARDS
CONSORTIUM
(Western Canada)

SKILL 2: TRAIN STAFF

2.1 provide orientation for new staff

K outline how to provide orientation for new staff:

- supply information about company, for example:
 - philosophy, goals and objectives
 - history
 - structure
 - policies and procedures
 - chain-of-command
- conduct tour of facility
- introduce co-workers and supervisors
- finalize documentation for employment, e.g. personnel file

P provide orientation for new staff as outlined

2.2 identify benefits of initial and ongoing training

K identify benefits of initial and ongoing training:

- increases:
 - productivity
 - pride and professionalism
 - job satisfaction
 - guest satisfaction
 - opportunities for advancement
 - revenue
- reduces:
 - costs
 - stress
 - absenteeism
 - staff turnover

G.
HUMAN
RESOURCE
MANAGEMENT



SKILL 2: TRAIN STAFF

2.3 develop training programs

K outline how to develop training programs:

- a) assess staff training needs
- b) determine resources available
- c) set objectives in measurable terms
- d) tailor training sessions to individual requirements, e.g. team new staff with experienced staff or good trainer
- e) conduct training sessions, for example:
 - supply information
 - demonstrate procedures
 - provide opportunities for practice and shadowing
- f) develop training checklist:
 - ensure all aspects of operation are included
- g) compare end results to objectives, for example:
 - observe staff performance
 - test understanding of information
 - seek feedback from staff
- h) follow up, for example:
 - record observations
 - make recommendations to supervisor
 - provide feedback to staff
 - revise training program as necessary

P develop training programs as outlined

G. HUMAN RESOURCE MANAGEMENT

SKILL 3: MONITOR STAFF PERFORMANCE

3.1 conduct performance review	<p>K outline how to conduct performance review:</p> <ul style="list-style-type: none">a) be prepared for performance review:<ul style="list-style-type: none">• review employee file including:<ul style="list-style-type: none">- previous reviews- reprimands- promotions• seek input from management team• set date and time• select quiet, comfortable placeb) greet staff member and put at easec) discuss present position and long-term goals, considering:<ul style="list-style-type: none">• strengths and weaknesses• training needsd) offer encouragement, e.g. positive reinforcemente) help identify short-term goals and set time framef) offer recommendations for improvementg) document review and set date for next reviewh) follow up, e.g. additional training, monitor progress <p>P conduct performance review as outlined</p>
3.2 use motivational techniques	<p>K outline motivational techniques:</p> <ul style="list-style-type: none">a) provide tools, resources and environment to enable successb) provide positive reinforcement, e.g. encouragement, thanksc) seek and respond to staff input on facilities, services and productsd) provide incentives to meet individual needs, e.g. sales incentives, professional developmente) be a positive role modelf) give recognition, for example:<ul style="list-style-type: none">• awards• employee-of-the-month

G.
HUMAN
RESOURCE
MANAGEMENT

BEVERAGE SERVICES MANAGER



SKILL 3: MONITOR STAFF PERFORMANCE

3.2 cont'd

P use motivational techniques as outlined

3.3 resolve staff problems

K outline how to resolve staff problems:

- a) identify problem
- b) deal with problem as soon as possible
- c) discuss problem:
 - protect self and company from liability, e.g. select visible location away from other staff, have another manager present
 - focus on issues
 - keep an open mind
 - use positive reinforcement
 - re-state company policies, procedures and expectations
 - reach agreement on course of action
- d) specify time frame for resolution of problem
- e) identify consequences of non-compliance, for example:
 - written warning
 - suspension
 - termination
- f) document problem and steps taken:
 - communicate to other managers
- g) follow up, e.g. check for compliance

P resolve staff problems as outlined

G.
HUMAN
RESOURCE
MANAGEMENT

SKILL 3: MONITOR STAFF PERFORMANCE

3.4 terminate staff

K outline how to terminate staff:

- a) adhere to provincial regulations and company policies
- b) hold meeting in private area and have another manager present
- c) discuss performance:
 - get feedback from staff member
 - identify reason for termination:
 - be precise and specific
 - emphasize staff member's role and responsibility for actions
 - ask staff member to acknowledge understanding of situation and reasons for termination
- d) follow up:
 - provide written documentation
 - update file
 - consider taking security measures, e.g. change locks, alarms, safe combinations

P terminate staff as outlined

3.5 outline guidelines for exit interview

K outline guidelines for exit interview:

- a) set time
- b) discuss staff member's reason for leaving
- c) seek feedback on facility, responsibilities and possible improvements
- d) provide support, e.g. congratulate on new job, invite to return
- e) document interview

BEVERAGE SERVICES MANAGER



SKILL 1: ADHERE TO LEGISLATION

1.1 comply with provincial liquor legislation

K outline how to comply with provincial liquor legislation:

- a) read provincial liquor legislation:
 - locate information pertinent to operation
- b) determine how legislation applies to operation:
 - contact regulating agency for clarification, as needed
- c) develop house policy, as needed
- d) inform staff of how to serve liquor in accordance with provincial legislation
- e) ensure compliance with legislation

P comply with provincial liquor legislation as outlined

H. LEGISLATION

SKILL 1:
ADHERE TO
LEGISLATION

1.2 adhere to other legislation pertaining to operation

K

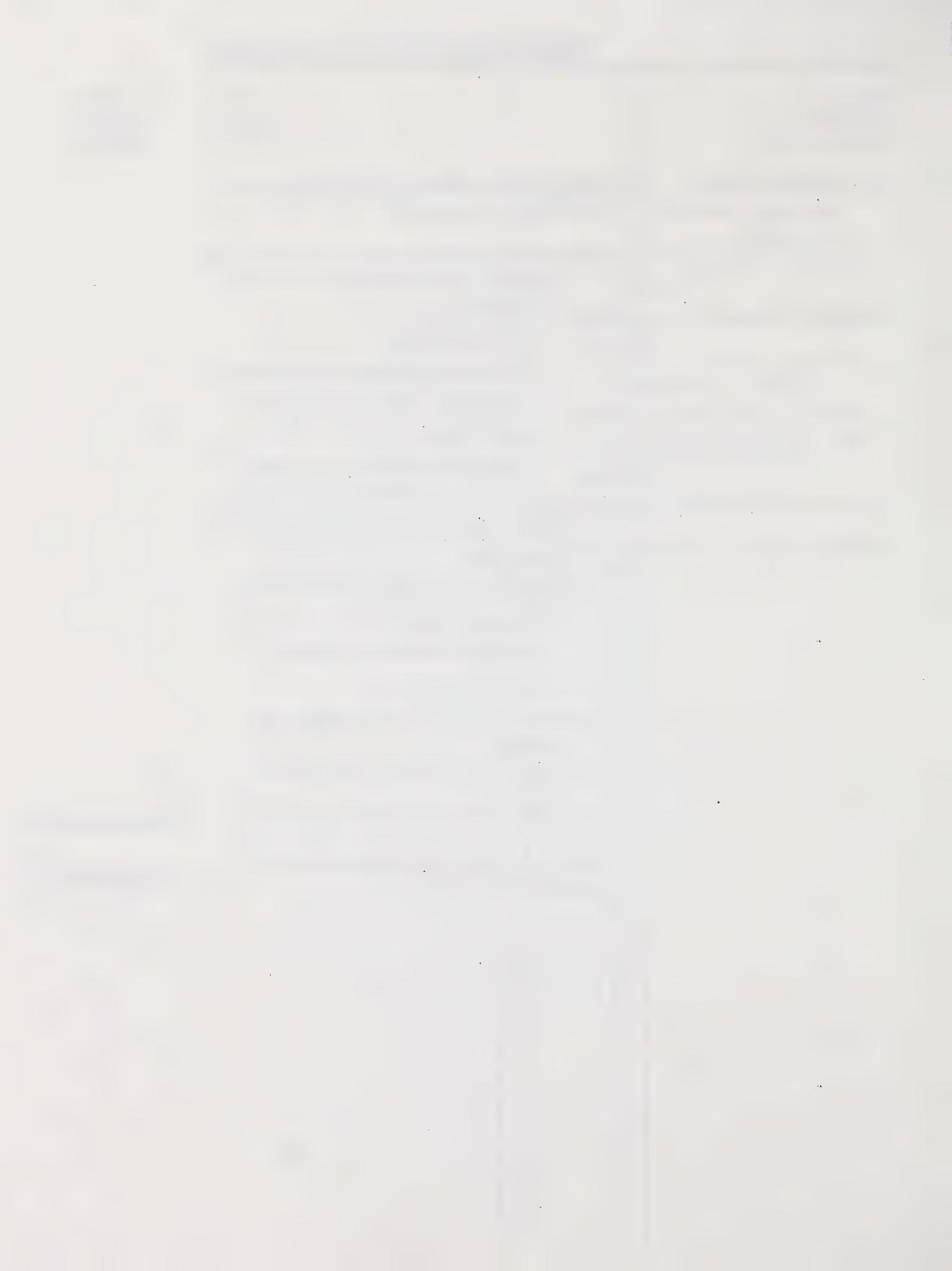
outline how to adhere to other legislation pertaining to operation:

- a) identify federal, provincial and municipal legislation which pertains to operation, for example:
 - Human Rights Act
 - Public Health Act
 - Occupational Health and Safety Act
 - Individual's Rights Protection Act
 - Employment Standards Code
 - Fire Protection Act
 - Workplace Hazardous Materials Information System (WHMIS)
- b) locate legislation, e.g. library, municipal office, Queen's printer, government department
- c) determine how legislation applies to operation, for example:
 - read legislation
 - contact municipal or regional authority
 - take a course
- d) develop or revise house policy, as needed
- e) inform staff of how to comply with legislation
- f) ensure compliance with legislation

P

adhere to other legislation pertaining to operation as outlined

H.
LEGISLATION



▼ GLOSSARY

- dispensing system** - equipment used to control portioning and to track use of beverages
- par stock** - maximum quantity of food or beverage item that should be on hand to cover normal use for specific time period
- per unit price** - cost of any single item; price is broken down to actual amount used in single portion
- point of sale system** - equipment used to track sales, bill guests and control inventory
- policy** - written documentation of company rules, regulations or standards
- shadowing** - training method where trainee follows experienced staff member and observes job duties

the best in the business. The company's success is based on a solid foundation of quality products and services, and a commitment to customer satisfaction.

As a Beverage Services Manager, you will be responsible for overseeing the day-to-day operations of the company's bars and restaurants. You will be responsible for ensuring that all products and services are of the highest quality, and that customer satisfaction is always a top priority.

The company is looking for a Beverage Services Manager who has a passion for the industry, and a strong desire to succeed. You must have excellent communication skills, and be able to work well under pressure.

Qualifications: • Bachelor's degree in hospitality management or related field • Minimum of 5 years experience in a management position in the food and beverage industry • Strong knowledge of beverage products and services • Excellent communication and leadership skills • Ability to work well under pressure

Responsibilities: • Oversee the day-to-day operations of the company's bars and restaurants • Ensure that all products and services are of the highest quality • Manage the company's inventory and purchasing • Train and supervise staff members • Develop and implement new products and services • Work closely with the company's sales team to increase revenue

Benefits: • Competitive compensation package • Excellent benefits package • Opportunities for career growth and advancement

How to Apply: Interested candidates should submit their resume and cover letter to [REDACTED] or [REDACTED].

Equal Opportunity Employer: The company is an equal opportunity employer and does not discriminate on the basis of race, color, gender, age, national origin, or any other protected class.

Job Type: Full-time, permanent position. Starting salary: \$50,000 per year. Benefits: Health insurance, 401(k), paid time off, and more.

Location: [REDACTED] or [REDACTED].

Job Description: The Beverage Services Manager is responsible for overseeing the day-to-day operations of the company's bars and restaurants.

Job Requirements: • Bachelor's degree in hospitality management or related field • Minimum of 5 years experience in a management position in the food and beverage industry • Strong knowledge of beverage products and services • Excellent communication and leadership skills • Ability to work well under pressure

Job Benefits: • Competitive compensation package • Excellent benefits package • Opportunities for career growth and advancement

Job Application: Interested candidates should submit their resume and cover letter to [REDACTED] or [REDACTED].

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N.L.C./B.N.C.



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